

Orig

	Disclosure SMS8-1999-0016
Created By: Mark Goebel Created On:	
Last Modified By: Arthur Haviland Last Modified On:	
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Required fields are marked with the asterisk (*) and must be filled in to complete the form.

Summary

Status	Under Evaluation
Original Location	SMS
Processing Location	END
Functional Area	GS-(HEALD) IBM Global Services
Attorney/Patent Professional	John Pivichny/Endicott/IBM
IDT Team	Richard Malek/Endicott/IBM; Rob Edwards/Endicott/IBM; Robert L King/Endicott/IBM; Jon B. Martens/Endicott/IBM
Submitted Date	
Owning Division	GS
PVT Score	To calculate a PVT score, use the 'Calculate PVT' button.
Incentive Program	
Lab	
Technology Code	

Inventors with Lotus Notes IDs

Inventors: Gerard Vahee/France/IBM, Martine Sailer/France/IBM, Pascal Negros/France/IBM, Elyse Anchell/Boca Raton/IBM, Peter M Hayes/Burlington/IBM, Sue Davies/UK/IBM, Maureen Zoric/Austin/IBM, Carrie Bracht/Austin/IBM, Carolyn Schorr/San Francisco/IBM, David Smith/Mount Pleasant/IBM, Darryl Ames/Mount Pleasant/Contr/IBM, Geoff Southgate/UK/IBM@IBMGB

Inventor Name > denotes primary contact	Inventor Serial	Div/Dept	Manager Serial	Manager Name
Vahee, Gerard	05-1635	02-52-500	05-2064	Kreiter, Laurent
Sailer, Martine	05-2049	02-52-500	05-0435	Vahee, Gerard
Negros, Pascal	05-0394	02-52-500	05-0435	Vahee, Gerard
Anchell, Elyse N.	04-5397	01-1236	71052	Chruska, M. (Chad)
Hayes, Peter M.	04-2227	2000ALIA	522777	Kaglin, Mark L.
Davies, Sue G.	00-0310	01-92-411	02-0177	Sorsdell, M. (Mie)
Zoric, Maureen	04-0002	01-NGZA	857745	Smith, David C.
Bracht, Carrie	40-04	02-7013	674031	Friedrich, Robert F. (Bob)
Schorr, Carolyn	03-2766	02-CKCA	181067	Scott, D. (D. Jerry)
Haviland, Arthur	28-0254	01-LWAA	67-0241	Forrester, Gary S.
Ames, Darryl (CONTRACTOR)	02-0011	02-THIA	200170	Markus, J. M. (Lore)
Southgate, Geoff (Contractor)	04-1752	01-92-100	002-16	Stalter, J. (L. Stalter)

Inventors without Lotus Notes IDs

Herbert Ralph Miller
Serial Number : (N/A)
Citizen of : US
E-Mail : herb_miller@compuserve.com
Business Address :

Business Phone : 323-245-1000
Home Address :

9999979

Company : FLI

316 North Maryland Avenue, Unit 209
Glendale, CA 91206

COUNTY: Los Angeles

Kieron Desmond William Conway
Serial Number : (N/A) Company :
Citizen of : GB
E-Mail : kc@kdwc.demon.co.uk
Business Address :

9999998

Business Phone : (H) +44(0)1773-746555
Home Address :

107 Holborn View
Cudnor
Derbyshire
DE5 9RF
UK

IDT Selection

IP Team	Attorney/Patent Professional
Robert M. Givens, Esq. (US)	John P. Pfeifer, Esq. (US)
Paul A. Kowalski, Esq. (US)	
Robert L. Karp, Esq. (US)	
John B. Mather, Esq. (US)	

Response Due to PXL

Main Idea

Title of disclosure (in English)
Worldwide Project Management Method (WWPMM)

Idea of disclosure

1. Describe your invention, stating the problem solved (if appropriate), and indicating the advantages of using the invention.

IBM has invested in defining a common approach to the management of projects in order to gain the following benefits:

- having a reference point that defines a good practice that, when implemented, reduces project risk;
- improved capability to staff projects from any part of the organization without prolonged learning;
- increased sharing and learning from experience by helping all members of the IBM PM community to use the same vocabulary; and
- reduction in development effort by having a common underlying structure for tools and education

The new worldwide method is intended to address the issues of productivity by providing a "consistent approach" to managing projects within IBM. The Method will be utilized on internal, as well as externally managed projects by IBM.

The Worldwide Project Management Method (WWPMM) is the name used to describe IBM's worldwide project management methodology, which defines the way we manage projects in IBM. WWPMM, which is sponsored by the Project Management Center of Excellence, is a response to the Corporate Executive Council (CEC) action to establish a single, common project management method for IBM projects worldwide.

WWPMM is derived from a number of IBM project management best practices including Project Management Method Version 1 (PMM) and other recognized industry standards such as the Project Management Institute (PMI) PM Body of Knowledge (PMBOK), Software Engineering Institute (SEI) and the International Standards Organization (ISO). Influences from IBM's existing business processes, Integrated Product Development (IPD) and Customer Relationship Management (CRM), were incorporated into this method. WWPMM should be used as a reference to strengthen IBM's project management practices providing a single reference point of PM practice.

WWPMM describes a broad model for project management activities, which must be adapted to the features of each particular project. The model facilitates the sharing of project management knowledge and experience, improves identification and usage of best practices, and improves project results through avoidance of common pitfalls. WWPMM should be used as a reference to strengthen project management practices providing a single reference point of PM practice. This approach includes typical:

- PM Domains: the basic Project Management processes arranged by domain which are similar to the PMI Knowledge Areas
- PM Work Products: the items which are manipulated by the processes and which a project manager uses to manage the project
- PM Work Patterns: a series of scenarios which link the processes to help the project manager achieve day to day operations

In addition to an on-line version of the WWPMM content browser (URL <http://pmmethod.somers.hqregion.ibm.com/>), a CD-ROM based version will also be available.

There will be continuing efforts to imbed this reference material into the tools and management systems that the project management community uses. Toward this end, a core set of procedures and work product templates (referred to as 'PM System Starter Set') will be published early next year. These materials, when used with appropriate tools and management systems, provide a quick start for projects and project management activities. Business units, competencies or business processes may tailor these to their management systems so that individual project managers will have an even more focused 'starter set' available to them.

2. How does the invention solve the problem or achieve an advantage,(a description of "the invention", including figures inline as appropriate)?

This new method combines the best practices of IBM project management and provides a consistent

"common method" worldwide. It addresses all items outlined in item 1 of this disclosure.

3. If the same advantage or problem has been identified by others (inside/outside IBM), how have those others solved it and does your solution differ and why is it better?

There has been no common approach to project management across all areas of IBM, only regional or a constituency approaches. This is the first worldwide approach.

4. If the invention is implemented in a product or prototype, include technical details, purpose, disclosure details to others and the date of that implementation.

Timetable as follows:

Announcement scheduled -

CD-ROM available -

Distance learning education module available (Knowledge Refresh)

WWPMM version. 2 (PM System Starter Set)

Worldwide Deployment and implementation begins

***Critical Questions (Questions 1 - 7 must be answered)**

Question 1

On what date was the invention developed?

Please format the date as MM/DD/YY

Workable means (i.e. when you know that your design will solve the problem)

Question 2

Is there any planned or actual public disclosure or disclosure of your invention to anyone outside IBM?

If yes, Enter the name of each publication or patent and the date published before

Planned/Actual

Date Published or Issued

Are you aware of any publications, predictions or patents that relate to this invention?

If yes, Enter the name of each publication or patent and the date published before

Planned/Actual

Date Published or Issued

Question 3

Has the subject matter of the invention or a product incorporating the invention been sold, used internally in manufacturing, agreed for sale, disclosed in a proposal?

Is a sale, use in manufacturing, predicted announcement, or proposal planned?

If yes, Identify the product (if known) and indicate the date of planned date of sale, announcement or proposal and to whom the sale, announcement or proposal has been or will be made.

Product Name

Code Name

Date

Region/Market

(more than one use cut and paste and append as necessary in the field provided)

Question 4

Was the subject matter of your invention or a product incorporating your invention used in public, e.g. outside IBM and the presence of non-IBMers?

If yes, give a date. Please format the date as MM/DD/YYYY

Question 5

Have you ever discussed your invention with others not employed at IBM?

Yes
 No

If yes, identify individuals and date discussed. Fill in the text area with the following information: the names of the individuals, the employer, date discussed (under CDA) and CDA#

Question 6

Was the invention mainly way-started or developed under a government contract or project?

Yes
 No
 Not sure

If yes, enter the contact number

Question 7

Was the invention made in the course of any alliance, joint development or other contract activities?

Yes
 No
 Not sure

If yes, enter the following: Name of Alliance, Contractor or joint Developer

Contract ID number

Relationship contact name

Relationship contact E-mail

Relationship contact phone

Question 8

Have you submitted or let you aware of any related disclosure submission?

Yes
 No

If yes, please provide the file and docket or disclosure number below

Question 9

What type of companies do you expect to compete with inventors of this type? Check all that apply.

- Manufacturers of enterprise servers
- Manufacturers of mini servers
- Manufacturers of mainframes
- Manufacturers of PCs
- PC component manufacturers
- Developers of operating systems
- Developers of networking software
- Developers of application software
- Integrated solution providers
- Service providers
- Other (Please specify below)

Project management / consulting companies

Patent Value Tool (Optional - this may be used by the inventor and attorney to assist with the evaluation)

(The Patent Value tool can be used by you or the evaluation team to determine the potential licensing value of your invention.)

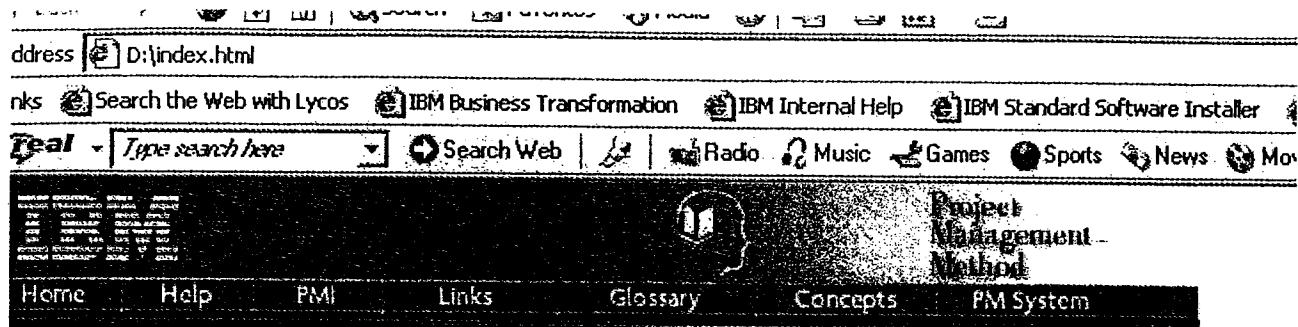
The Patent Value Tool has not yet been used to calculate a score.

Post Disclosure Text & Drawings

Enter any additional information relating to this disclosure below:

(Form Revised 12/17/97)

ITEM 1



Welcome to IBM's Worldwide Project Management Method

Before browsing this site,
please read
[WWPMM Concepts](#)

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Click an entry point to explore a subject

Liliane Lafuite
WWPMM Method Team
PM Tools EMEA West Tempo & MMA
Tel : 33-1-49-05-0896 Fax : 33-1-49-05-0867
DCT 16 167 H Tieline : 330896
Net : liliane_lafuite@fr.ibm.com

ITEM 2
=====2)

----- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:38 -----

Sue Davies@IBMGB
12/08/99 19:19

To: John Wilson/Mount Pleasant/Contr/IBM@IBMUS
cc: John Palmer/Mount Pleasant/IBM@IBMUS, Paris Team, David Harris/UK/IBM@IBMGB, Mark Goebel/Atlanta/IBM@IBMUS
From: Sue Davies/UK/IBM@IBMGB
Subject: WWPMM Web-site

John,

Thanks for the web site information. I have had a look at this, the navigation is fine, exactly what we expected (except for the links from Concepts to Glossary, which we've already discussed). There is a problem with links from one Work Pattern to another, where the original diagram seems to be retained, but

perhaps this has not yet been fully developed.

I have a number of concerns about the contents, which are perhaps premature, as it's under development, but you can ignore any comments on problems you know about and are fixing.

By far the most serious, and Doug says this is intentional, is the removal of all identifiers from all WWPMM objects. So where we have *ChM.20.10. Approve changes*, you have only *Approve changes*. This completely loses all reference to the structure of WWPMM. While the hot-links correctly take you to the right process, work pattern or work product, you have no idea where you are going. I understand this was planned, if so, David, please may I raise this as a very serious issue.

The development team were not aware of this, and I feel it is totally against John Palmer's declared objective of fully representing the WWPMM material. All our material contains identifiers, the structure is impossible to follow without these. To make things worse, where we have X-refs in the body of the text, rather than in the listed X-ref sections, these still have the identifiers in, although they are now meaningless.

The loss of identifiers in Work Patterns is compounded by the fact they are listed in alphabetical order, not by Work Pattern Group. This means the entire concept of Work Pattern Groups has no visibility on the web-site.

While appreciating that everything is still under development, the number and severity of misrepresentations of the WWPMM material in the web material so far available may be an indication of some underlying faults in the translation process.

Many of the problems appear to centre around the conversion of bullets and indentations

Some examples are:

In *Analyse impact* (formerly *ChM.10.20. Analyse Impact*) there is a spurious change of bullet level half way down the input list. This is continued throughout the entire process.

Throughout almost all of *Event Management* there are spurious blank bullet points.

Throughout all the domain documentation there is an extra layer of indentation at each bullet level. This may be deliberate, and thought to improve the clarity but we find it confusing and difficult to check if the level of indentation is correct.

The basic template for Work Products has completely lost the structure. There is no distinction between headings and subheadings, some sub-headings have disappeared completely.

I hope you will take these comments as intended to be helpful. I know how infuriating it is when people comment on unfinished work in detail, but I thought you might like to review whether any of these problems are caused by flaws in the process. If we can help in any way to clarify our material, please let me know.

Regards,
Sue

Sue Davies

ITEM 3
=====> 3)

---- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:50 ----

Elyse Anchell@IBMMUS

19/11/99 23:30

To: WWPMM Development Team
cc:
From: Elyse Anchell/Boca Raton/IBM@ibmus
Subject: 1999 Knowledge Refresh: Remote user testing

FYI - You can go ahead and give it a try...Elyse

Elyse Anchell
IBM Certified Project Manager
WWPMM Development Team
IBM Global Services
Office in Paris : If calling from US - 011-331-4077-2118
Mobile: 917 214 3314
net: elyse@us.ibm.com

----- Forwarded by Elyse Anchell/Boca Raton/IBM on 19-11-99 05:29 PM -----

Scott Wagert

19-11-99 10:40:21 AM

To: Joyce Cunningham/Raleigh/IBM@IBMUS, Anthony DeBellis/Austin/IBM@IBMUS, David Harris/UK/IBM@IBMGB, Bill Phillips/Charlotte/IBM@IBMUS, Theresa Schnider/Atlanta/IBM@IBMUS, Elyse Anchell/Boca Raton/IBM@IBMUS, Mark Goebel/Atlanta/IBM@IBMUS, Gerard Vahee/France/IBM@IBMF
cc:
From: Scott Wagert/Austin/IBM@IBMUS
Subject: 1999 Knowledge Refresh: Remote user testing

here is the information distributed to the 'remote testers'. please feel free to access the course..
thanks,
scott

Scott Wagert
IBM Global Services Institute
Phone: (512) 838-1253 Tieline: 678-1253
Fax: (512) 838-1345 Tieline: 678-1345
VM: wagert at austin
Internet: wagert@us.ibm.com
Visit my organization's Website at: <http://w3.ibm.com/services/institute>

----- Forwarded by Scott Wagert/Austin/IBM on 11/19/99 09:36 AM -----

Scott Wagert
11/19/99 06:24:08 AM

To: Knowledge Refresh Testers
cc: Susan Iverson/Bethesda/IBM@IBMUS, Diane Holmes/Bethesda/IBM@IBMUS, Sue Easterling/Atlanta/IBM@IBMUS, Darren WHITT/Belgium/IBM@IBMBE, John Miliota/Belgium/IBM@IBMBE, Judy Sennett/Mount Pleasant/IBM@IBMUS
From: Scott Wagert/Austin/IBM@IBMUS
Subject: 1999 Knowledge Refresh: Remote user testing

We have finally resolved all the server issues and are ready to start the end-user remote testing. Thank you for your patience. We believe you will agree it was worth the wait.

Here is a copy of the course announcement which will appear at GA. This will acquaint you with some of the details of the offering:

1999 Knowledge Refresh: An Update for IBM PM Professionals

Continuous improvement and education are cornerstones to the advancement of the industry.

ESTIMATES OF THE SIZE AND DENSITY OF THE CROWN-MAINTAINED FOREST ARE

1938-1940. The following table gives the results of these experiments.

19. *Leucosia* *leucostoma* (Fabricius) *leucostoma* (Fabricius) *leucostoma* (Fabricius)

19. *Leucosia* (Leucosia) *leucostoma* (Fabricius) (Fig. 10)

1. The first step in the process of creating a new system is to identify the requirements.

While we have focused on the use of the Internet in business, you have learned how to use the Internet for personal purposes.

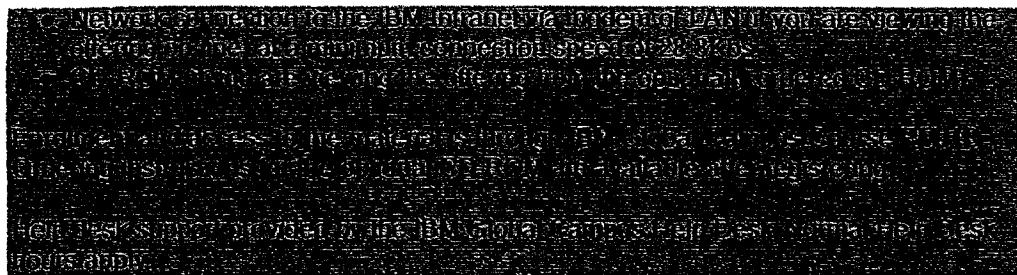
THE CLEVELAND CITY COUNCIL IS THE SUPERVISORY BODY
AND THE CLEVELAND CITY CLERK IS THE EXECUTIVE BODY
OF THE CITY OF CLEVELAND. THE CLEVELAND CITY CLERK IS
THE CHIEF CLERK OF THE CITY OF CLEVELAND, AND IS THE
CITY CLERK OF THE CITY OF CLEVELAND.

Students completing the offering will receive a

Machine Requirements

As a result, the *Yersinia* and *Salmonella* isolates have the following

- Standard HME business client-Platform hardware and software
- NE3500e Navigator-Tool (optional)
- Audio-enabled hardware desired



Click on this link to gain access to --> 1999 Knowledge Refresh: An Update for IBM PM Professionals

You may start the course at any time, enter and exit as often as you wish. This on-line test will run until November 29th.

Everything should be self-explanatory as you start the offering. We are interested in any problems you have connecting to the server or accessing material from your home location. If you encounter any problems, please use the 'Feedback' button which appears at the bottom of every page. If for some reason you cannot get far enough to use the Feedback function, please correspond directly to me

Thank you for your participation and your patience as we were ironing out all the last little problems.

Cheers,
Scott

Scott Wager

IBM Global Services Institute

11400 Burnet Rd, Austin, TX 78758 (ZIP 9571)

Internet: wager@us.ibm.com

IBM VM: wager@ibmusm26

Phone: 512-838-1253 (T/L 678) FAX: 512-838-1345 (T/L 678)

Visit My Organization's Website at: <http://w3.ibm.com/services/institute>

"Out the token ring, through the router, down the fiber, off a switch, past the firewall, down the T1, under the bridge, into the ether ... nothing but Net !!"

ITEM 4
=====> 4)

----- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:53 -----

Elyse Anchell@IBMUS
24/11/99 22:24

To: WWPMM Development Team
cc: David Harris/UK/IBM@IBMGB
From: Elyse Anchell/Boca Raton/IBM@ibmus
Subject: Adding text to footer of WWPMM PDF Files

Team -

Since the web version of WWPMM is the official published version, we need to add some text to the PDF version so that people understand that the PDF version is for Development use only and is not intended for distribution.

I propose the following text to be added to the Wordpro/PDF footers -

"Working Copy - For Development Team Use Only - Do Not Distribute"

Please get back to me by end of day Thursday (Nov 25th - Thanksgiving) with your comments.

Once we agree, Therese will rebuild the material and replace the new version on the cafe. At that point we will only distribute the newly labeled documentation.

I understand that the "horse has left the barn" and that there are already numerous versions of the PDF version already in circulation. We are not going to do anything to try and fix those documents that are already in circulation.

Thanks in advance for your feedback - Elyse

Elyse Anchell
IBM Certified Project Manager
WWPMM Development Team
IBM Global Services
Office in Paris : If calling from US - 011-331-4077-2118
Mobile: 917 214 3314
net: elyse@us.ibm.com

=====End.